

NEW ERA ACTIONS FOR THE ERA POLICY AGENDA 2025-2027
TEMPLATE FOR NATIONAL CONSULTATION PROCESS

Action title: <i>(Please use as a maximum two lines.)</i>	Empowering Research and Innovation: A New Era in Research Management
Description of the action <i>(Please explain the proposed action in a simple, clear and communicable narrative).</i>	<p>Aim: Strengthening and growing the strategic capacity and capability of public research performing and research funding organisations in Europe – enabling research and innovation and connecting actors and activities to reinforce the entire EU R&I ecosystem.</p> <p>Short title: “Research Management Initiative”</p> <p>Work done in 2022-2024: European competitiveness hinges on effective research management. The Commission, in the European Skills Agenda (30 June 2020), agreed to develop science management curricula, with stakeholders and Member States. The Council in its Conclusions on the new ERA (1 Dec. 2020) recognised the need for the professionalisation of science management. Furthermore, The Council Conclusions on the future governance of ERA (25 Nov. 2021) and its ERA Policy Agenda 2022-2024 included the objective to enhance the strategic capacity of Europe’s public research performing and funding organisations through ERA Action 17. Sixteen Member States committed to the action, with DE, HU, and AURORA acting as sponsors.</p> <p>The aim of Action 17 of the ERA Policy Agenda 2022-2024 is to increase the research management capacity across the ERA. The specific objectives of ERA Action 17 were: (i) improving RECOGNITION of the research management profession, (ii) enabling UPSKILLING of research managers, (iii) inducing NETWORKING for practice exchange, especially for early-career research managers, (iv) strengthening CAPACITY BUILDING in research management, notably in less R&I intensive organisations and regions.</p> <p>Under the 2022-2024 Policy Agenda, progress has been made in all objectives, yet more work is required. A European framework for Research Managers is underway; the impact of Research Management on the European R&I system is being quantified; and best practice communities have formed in all ERA countries, with recommended training tools for Member States.</p> <p>The evolving European Research Area, facing global challenges, underscores the need for advanced human capital, particularly in Research Management. As research processes intensify and societal impact expectations rise, specialised research management becomes pivotal, considering as well increasing use of AI. Research Managers are essential for implementing ERA Actions, including open science, knowledge valorisation, research assessment reforms, and sharing research infrastructure, and contributing to assuring research ethics, integrity and security.</p> <p>To solidify Europe’s research edge, a coherent approach to fortifying Research Management across the entire ERA is essential, ensuring strategic capacity and integrated ERA development. This demands not only skilled professionals driving consistent innovation but also tailored HR, training, and mobility programs, bolstered by cohesive EU and national policies. The upcoming Research Management Initiative in the ERA Policy Agenda 2025-2027 will focus on leveraging prior tools, enhancing professional stature, fostering networks, broadening capacity, and monitoring advancements, all while emphasising the widening aspect of strategic capacity across the ERA. Member States’ commitment, backed by European support, is pivotal to realise this vision.</p>

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	<p>Specific objectives in 2025-2027:</p> <ol style="list-style-type: none"> 1. Improving understanding throughout ERA on the added value of research management. To this end, an evidence-based awareness raising campaign amongst R&I policy/decision makers, RPO leaders, and scientists will be conducted. 2. Improving recognition of the research management profession. To this end, a career and competence framework for research managers, prepared in the 2022-2024 period, will be launched at EU level, with supporting tools for its implementation at MS level, including a monitoring mechanism. 3. Ensuring wide and easy access to curricula and upskilling activities/tools of (early career) research managers across ERA, including (guidance on) AI tools. To this end, an online platform will be developed, potentially under the umbrella of the ERA Talent Platform. 4. Establishing a recognised Europe-wide learning and skills development scheme for research management with peer-to-peer learning and mobility components. 5. Initiating networking events with private sector (including industry) research management for a triangle approach (public RPO-RFO and industry).
<p>Actors</p> <p><i>(Please explain who would take part in the action and who would benefit from it).</i></p>	<p>The key beneficiaries are universities, large research infrastructures, research institutes, research and innovation funders (public and private), and private sector entities.</p> <p>The key actors are university associations, Science Europe, EARTO, ESFRI, government authorities, EU sponsored projects (such as CARDEA and RM ROADMAP and its ambassador network), and transnational and national research manager associations (ARMA's, ASTP...), training providers and networking organisations.</p> <p>The action specifically targets R&I leaders, heads of research institutes and major research infrastructures.</p>
<p>Expected impact</p> <p><i>(Please describe the expected impact of the action (including outside the scientific community), paying attention to the fact that it needs to focus on concrete results and reachable deliverables).</i></p>	<p>Main anticipated outcomes:</p> <ol style="list-style-type: none"> 1. A clear and consistent appreciation of the added value of professional research management: An evidence-based awareness campaign will underscore the crucial role of research management to R&I leaders, research organization heads, and scientists. Highlighting its tangible benefits for the future of R&I, including the role AI may take in future research management, will foster wide recognition within the ERA and promote viewing Research Managers' professional development as an investment, not a cost. 2. Enhanced and further developed recognition of the research management profession: Launch and implementation of a unified but flexible career and competence framework across member states will deepen the recognition of research management. Supported by a monitoring system, this framework aims to uplift the profession, providing clear career trajectories, promotion prospects, and access to vital training for both current and aspiring professionals. 3. Launch a centralised online hub, for instance within the upcoming ERA Talent Platform, that amalgamates current and new curricula, alongside upskilling tools for Research Managers, incl. (guidance on) AI. Specifically designed for

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	<p>accessibility, it especially supports early-career managers, serving as a linchpin for continuous professional development in research management.</p> <p>4. Initiated European cooperation scheme for research management professionals, addressing challenges like shifting funding requirements. This scheme promotes cross-border knowledge exchange and best practice sharing, enhancing the pan-European network and expertise in Research Management.</p> <p>5. Initiated links with industrial research management, creating a triangle approach of RPOs, RFOs, and European Industry, in the second half of the ERA Policy Agenda period. This strategy aims to merge academic and industry advancements in research management, ensuring recognition across sectors and funding bodies.</p> <p>Expected deliverables:</p> <ul style="list-style-type: none"> • European framework for research managers adopted. • Implementation of the European framework for research managers initiated in MS and public research organisations. • Co-created European Code of Conduct for research managers established. • Awareness campaign in all MS on research management, presenting the success stories and the added value study results, rolled-out. • 400 Research Managers involved annually in programmes and projects initiated by public RPOs and RFOs across Europe supporting research management capacity building, mutual learning exercises, networking, mobility, training or mentoring activities aimed at improving the professionalization of research management services and staff. • 1 Europe-wide platform developed / equipped with available curricula, upskilling activities and tools for research management visited by 1400 research managers per year, preferably within the upcoming ERA Talent Platform. • Continuation of the Europe-wide networking & mobility programme annually engaging 150 research managers in peer learning. This will prioritise pairing research managers from less R&I-intensive regions with those from high R&I performing regions. • Links with industrial research managers initiated through a triangle approach.
<p>Why do we need this action?</p> <p><i>(Please indicate the need for this action in view of implementing the <u>Pact for R&I and achieving the ERA objectives</u> and explain why its <u>objective cannot be reached through existing programmes/ activities</u>. What is the action's <u>added value</u> at national and European level as well</i></p>	<ul style="list-style-type: none"> • Action 17 has elevated European Research Managers' aspirations for career recognition and a developmental framework. Discontinuing Action 17 would signal that Research Managers are being sidelined and overlooked in policy discussions. • Research Management's role is intrinsically tied to the Pact for R&I's core values. Notably, "support staff" is emphasized under the principle of free circulation. Such roles significantly enrich research quality, a testament being the technology transfer personnel and communication experts who intensify research's societal and economic impact. • In May of 2021, the Council of the European Commission "RECOGNISES that researchers and other research and development (R&D) personnel across the

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<p><i>as for stakeholders? How does it <u>make a change</u> and how is <u>co-creation</u> ensured?)</i></p>	<p>public and private sectors are at the heart of research and innovation (R&I) systems". If Action 17 fails, then this fails also.</p> <ul style="list-style-type: none"> • The current focus on research management seeks to boost collaboration among diverse performance-based research institutions, actively supporting ERA actions like advancing open science and fostering scientific leadership. This direction is in sync with Council recommendations that prioritize making research careers more appealing. • Lastly, this action is firmly rooted in stakeholder engagement, evident in its co-created nature, ensuring stakeholder involvement right from its ideation to fruition. Key stakeholders include the European Association of Research Managers and Administrators (EARMA) and coordinators from projects under Horizon Europe, such as RM Roadmap and CARDEA. The broader community ardently backs the continuation of this initiative.
<p>Additional information</p> <p><i>(For example, timing and milestones, which already could be envisaged, can be indicated.)</i></p>	